

Output & Outcome Performance Measurements

Affordable Housing – Objective 1:

Preserve affordable rental housing, and enhance access for very low, low and moderate-income renters.

Program: CNAHS	Output	Outcomes
Create new affordable rental opportunities through below-market-rate-loans, principal reduction grants, deferred loans and loan guarantees for investor owned multi-family properties and Technical Assistance.	Create 8 new affordable rental units for income eligible households	1. Provide 8 income-eligible households with stable, predictable and financially manageable rents. 2. Enhance the quality of the living environment for 8 income-eligible households 3. Promote socio-economic diversity in home-ownership in the community
Program: Expiring Use	Output	Outcomes
Preserve affordable rental units through the acquisition, refinancing and rehabilitation of Expiring Use buildings in the City.	Preserve affordable rental units for 109 income eligible households.	Prevent the displacement of 109 income-eligible households while maintaining stable, predictable and financially manageable rents.

Affordable Housing - Objective 2:

Create new affordable rental units that are targeted for very low, low and moderate-income families and individuals.

Program: Inclusionary Zoning	Output	Outcomes
Mandates that the developer of 10 or more new or converted residential units must set-aside 15% of the total number of units as Affordable.	Create 60 Affordable units.	1. Provide 60 income-eligible households with stable, predictable and financially manageable rents. 2. Enhance the quality of the living environment for 60 income-eligible households 3. Promote socio-economic diversity in home-ownership in the community
Program: Affordable Housing Development Delivery / Rental	Output	Outcomes
Acquire, Rehab and Develop new affordable rental units.	Create 30 Affordable rental units.	1. Provide 30 income-eligible households with stable, predictable and financially manageable rents. 2. Enhance the quality of the living environment for 30 income-eligible households. 3. Promote socio-economic diversity in home-ownership in the community

Affordable Housing - Objective 3:

Increase affordable homeownership opportunities for first-time low and moderate-income buyers.

Program: Affordable Housing Development Delivery / Home Ownership	Output	Outcomes
Create affordable homeownership units through Non-Profit acquisition, rehabilitation and new construction.	Create 12 affordable home-ownership units.	<p>1. Provide 12 first-time home-buyer income-eligible households with an affordable housing unit.</p> <p>2. Provide 12 income-eligible households with stable, predictable and financially manageable housing costs.</p> <p>3. Enhance the financial standing and viability of 12 income-eligible households through the accumulation of equity commensurate with individual home-ownership.</p> <p>4. Promote socio-economic diversity in home-ownership in the community.</p> <p>5. Stabilize the community by engendering permanence through home-ownership.</p>
Program: Incentive Zoning	Output	Outcomes
Allows for flexibility in Non-Residential Development Zoning through standardized contributions to the Cambridge Affordable Housing Trust.	Determined by Real-Estate Market Activity	Enhance Cambridge Affordable Housing Trust Fund as determined by Real-Estate Market Activity

Affordable Housing - Objective 4:

Continue to stabilize owner-occupied one-to-four family buildings owned by very low, low and moderate-income households.

Program: HIP Rehabilitation	Output	Outcomes
Technical Assistance and Low-Interest Rehab Loans to Income-eligible residents who own and occupy 1 to 4 unit rental properties where the majority of households meet CDBG and HOME Income-Eligibility requirements.	55 units rehabilitated.	<p>1. To assist the owners of 55 rental properties in maintaining decent living environments for their tenants, the majority of which are Income-Eligible.</p> <p>2. Mitigate the pressure to sell by providing financial relief and assistance to owners, thereby stabilizing the neighborhood.</p> <p>3. Maintain socio-economic diversity in the community.</p>
Program: Rehabilitation Assistance Program (RAP)	Output	Outcomes
Enable the viability and feasibility of the HIP program by providing a cost-effective workforce through on-the-job training and education for income-eligible youths and at-risk youths.	<p>15 to 25 of the HIP units in need of rehabilitation will employ RAP crews.</p> <p>8 Community facilities projects through Americorps in need of rehabilitation will employ RAP crews.</p> <p>50 Cambridge Housing Authority units in need of light rehabilitation, de-leading and beautification services will employ RAP crews.</p>	Reduces the cost of rehabilitation services, thereby increasing the financial viability of the non-profits and enables the expansion of their services to a greater number of income-eligible residents.

Emergency Shelter Grant (ESG) - Objective 1:

Enable the provision of emergency shelter and allied services to homeless men, women and families.

Program: ESG for Men	Output	Outcomes
Fund organizations that provide emergency shelters and allied services to homeless men.	The provision of emergency shelter and services to a cumulative total of 2,124 homeless men (not an unduplicated count).	<p>1. 2,124 men who qualify under the stringent McKinney definitions of homelessness, will receive quality emergency shelter and services, thus moving off the street at least temporarily.</p> <p>2. Enable over two thousand homeless men in Cambridge to have access to emergency shelters and services thus being served by the Cambridge Continuum of Care.</p>
Program: ESG for Women and Families	Output	Outcomes
Fund organizations that provide emergency shelters and allied services including domestic violence shelter to homeless single women and families.	Providing emergency shelter, homeless prevention, domestic violence, and day drop-ins for a cumulative total of 990 homeless single women, and homeless families (not an unduplicated figure).	<p>1. Almost 1,000 homeless single women and individuals in families will receive emergency shelter and allied services.</p> <p>2. Enable 990 homeless women and those in families in Cambridge to have access to emergency shelters and services thus being served by the Cambridge Continuum of Care.</p>

ESG - Objective 2:

Provide quality day drop-in services to homeless youth in Cambridge

Program: ESG for homeless Youths	Output	Outcomes
Fund Cambridge Cares about AIDS' Youth on Fire program	Providing a day drop-in shelter for 230 unduplicated homeless youths.	<ol style="list-style-type: none">1. Over 200 homeless youths in Cambridge will have a safe, welcoming place to shelter.2. These youths will have the opportunity to receive a host of referrals and supportive services helping to move them out of homelessness.

Economic Development – Objective 1:

To cultivate a supportive environment for business, with particular emphasis on small-businesses and women and minority-owned businesses.

Program: Best Retail Practices Program	Output	Outcomes
Assist low-mod income micro-enterprise independent retail and restaurant owners to boost their sales, grow their businesses with a goal of hiring additional low-mod income employees.	Serve 12 businesses through expert advice on improving the interior design of their establishments and developing better marketing plans, in-store consultations and 80/20 matching grants of up to \$5,000.	<p>1. Provide 12 eligible businesses with expert advice on improving the interior design of their establishments and developing better marketing plans.</p> <p>2. Of the 12 businesses mentioned above, 8 will receive in-store consultations on how to best improve their business.</p> <p>3. 6 of the 8 businesses receiving in-store consultations will receive 80/20 matching grants of up to \$5,000.</p> <p>The long-term outcome will be Job Creation through an increase in sales that will necessitate and support the hiring of additional staff.</p>
Program: Small Business Planning Series	Output	Outcomes
This workshop will teach prospective entrepreneurs how to prepare and understand the essential elements of a business plan.	<p>1. Understand the start-up process for long range future business start: 10</p> <p>2. Assess feasibility and decide to not start business at this time: 5</p>	5 participants will start a business within one year of completing the workshop.

Program: Business Basics for Family Child Care Providers	Output	Outcomes
Clientele learn the basic Marketing and Business skills to start and run a successful child-care business.	<p>All 10 participants will:</p> <ol style="list-style-type: none"> 1. Produce simple marketing materials including business cards. 2. Make brochures with the services offered to market FCC to client prospects and retain existing clients. 3. Develop a budget and cash-flow statement. 	All 10 participants will acquire the training and skills required to help make their Child Care business financially viable and competitive.
Program: Getting Started In Business	Output	Outcomes
This seminar introduces aspiring entrepreneurs to the fundamentals of launching a business.	<ol style="list-style-type: none"> 1. Understand the start-up process for long range future business start: 7 2. Assess feasibility and decide to not start business at this time: 8 	3 participants will start a business within one year of completing the workshop.

Economic Development – Objective 2:

Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers including support for training of low and low-moderate Cambridge residents for jobs in the bio-medical and healthcare industries.

Program: Biomedical Program / Just-A-Start	Output	Outcomes
Expand training opportunities for residents of the City's NRS area, qualifying program graduates for entry-level jobs in the biomedical field and in local biotechnology companies.	Provide 5 to 7 residents of the City's NRS area with training and job placement services in the bio-medical industry.	Provide 5 to 7 NRS residents with the resources to improve their employment opportunities, financial security and quality of life.
Program: Health Care Program / Cambridge Health Alliance	Output	Outcomes
The Cambridge Healthcare Career Advancement Program has been contracted to provide training services for NRS residents so that they could advance into higher-level positions earning higher salaries.	22 NRS-eligible employees currently working at the lowest entry-level jobs are being trained to enter professions in the key shortage areas such as laboratory technicians, nursing, occupational therapy, pharmacy, physical therapy and radiological sciences.	Provide 22 NRS area residents with the training and education required for them to advance professionally in the Healthcare Industry and to improve their financial standing and quality of life.

Public Services – Objective 1:

To create or support a broad array of services and opportunities for families and youths.

Program: General Public Services	Output	Outcomes
A variety of Public Service programs designed to assist residents who are in need.	More than 1,200 in-need Cambridge residents will receive essential community services and social/educational opportunities; housing and supportive services for women and families with children; support for homeless adults in recovery from substance abuse and/or alcoholism through the securing of alternative housing; and a variety of public services for low-moderate income multi-linguistic Cambridge residents.	<p>These programs – serving over 1,200 in-need residents- will result in:</p> <ol style="list-style-type: none"> 1. An increase in access to housing by women and families with children; 2. A reduction in the number of homeless women and families with children; and 3. An increase in self-sufficiency and life skills acquired by adults and families. 4. An increase in the number of adults in recovery from alcoholism and/or substance abuse. 5. An increase in low-income individuals/families gaining access to fresh produce and nutritious food; 6. A reduction in hunger in Cambridge through advocacy, community education and empowerment projects; 7. An increase in community awareness around the issue of hunger.

Public Services – Objective 2:

To create or support services for senior citizens and persons with disabilities residing in Cambridge.

Program: Services for the elderly	Output	Outcomes
Assist Elders from Haitian-descent gain access to existing community services	Provide the following services to approximately 50 Haitian Elders: 1. Weekly group meetings engaging elder in for recreational, social and educational activities; 2. Opportunities for socialization with other Haitian Elders; 3. Assistance with social service needs, access to the Senior Food Pantry and other relevant benefits; and 4. Interpretation/translation, English as a Second Language (ESL) and assistance with the citizenship/-naturalization process	Up to 50 elders will benefit from the following: 1. An increase in access to and use of existing services available at the Senior Center and in the Cambridge community; 2. A decrease in social isolation experienced by Haitian-speaking elders; 3. An increase in ESL literacy skills and self-confidence; and 4. An increase in elders taking Citizenship exams.
Program: Services for persons with disabilities	Output	Outcomes
Provide a caregiver-respite program and transportation services to seniors and persons with disabilities to promote access to essential community services	Provide the following services to approximately 350 elders/individuals with disabilities: 1. Dial-a-ride transportation services to medical appointments; 2. Nutritional shopping transportation; 3. Escorted transportation for frail elders to medical appointments; and 4. Companionship/home visiting and respite services to caregivers of frail elders.	Up to 350 elders and individuals with disabilities will benefit from the following: 1. An increased in access to and use of medical services/health care; 2. An increase in enhanced nutrition and overall health; 3. A decrease in feelings of isolation by homebound senior citizens and individuals with disabilities; and 4. A reduction in turnover rate of caregivers of senior citizens and other individuals with disabilities.

Public Services – Objective 3:

To offer Legal support and services to public & private housing tenants in eviction cases.

Program: Legal Services	Output	Outcomes
Provide legal services to low-moderate income families and individuals who are at risk of becoming homeless	Provide the following services to up to 70 low-moderate income families and individuals: 1. Provide legal counsel and representation to public/private housing tenants in eviction cases; and 2. Represent public and subsidized housing tenants and applicants for housing in administrative appeals. 3. Community outreach and consultation to community organizations and advocates on landlord/tenant housing law issues; and 4. Supervision/training of volunteer attorneys on landlord/tenant law, trial/administrative practice, and public/subsidized housing programs	Up to 70 participants will benefit from the following: 1. A reduction in homelessness and involuntary dislocation of low-moderate income families/individuals; 2. An increase in participants securing safe and affordable housing; and 3. An increase in service delivery capacity from a well-trained volunteer staff of 7-9 attorneys.

Public Services – Objective 4:

To offer age-appropriate services to disadvantaged and underserved youths.

Program: Variety of services for under-privileged youths	Output	Outcomes
Coordinate a summer camp program for children with emotional and behavioral difficulties; provide support and counseling to court-involved adolescents and provide bilingual/bicultural mental health services and support to recently immigrated Spanish, Portuguese and Haitian speaking children and families with serious psychosocial problems, intensified by cultural differences and social disadvantages.	Serve 175 under-privileged youths through: 1. Summer day camp for children with emotional and behavioral special needs. 2. Conducting ongoing community outreach to inform of availability of services; 3. Psycho-educational groups addressing critical teen issues such as: sexual behavior, substance abuse, peer pressure, anger and domestic violence; 4. Peer group support; and 5. Individual counseling and information and referral to other supportive services. 6. Outreach, networking, and consultation at schools and in the community; 7. Hiring/Training/Supervising a cross-cultural team of staff; and 8. Training on cross-cultural mental health issues for schools and other community programs.	175 under-privileged youths will benefit from: 1. An increase in the social, emotional, physical, and cognitive development of children; and 2. An increase in self-esteem and behavior management for children. 3. A reduction in risk-taking and violent behaviors among hard to reach, low-income court-involved youth; 4. An increase in relationships building skills; and 5. Access to and use of community resources by families with court-involved youth. 6. An increase in coping skills and problem solving abilities while meeting social/academic challenges; 7. An increase in psychological health and academic success of participating linguistic youth; and 8. An increase in knowledge of cross-cultural mental health issues by agency staff, school personnel and other community staff.

Public Services – Objective 5:

To create or support domestic violence and abuse prevention and treatment for adults and youth.

Program: Domestic Violence	Output	Outcomes
Help victims of domestic violence, primarily low-moderate income women and children, achieve long-term financial, physical, and emotional security;	Provide the following services to up to 100 victims of domestic violence: 1. Legal counsel and representation in court in cases involving divorce, restraining orders, child support, child custody, visitation rights; 2. Individual/group counseling to address psychological symptoms associated with domestic violence, such as depression/anxiety/stress; and 3. Supervision/training of volunteer attorneys working with victims of domestic violence	Up to 100 clients will benefit from the following: 1. An increase in financial security, stability and in safety from domestic violence for up to 100 clients; 2. An increase in physical/emotional health for up to 100 clients; and 3. An increase in service delivery capacity from a well-trained volunteer staff of 15-20 lawyers and 30-40 mental health professionals. <i>(chart continued on next page)</i>

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Support low/moderate income women who are confronting poverty, abuse, social isolation and the effects of trauma	Provide the following services to between 75-85 women: 1. Support groups focusing in domestic violence and stress reduction; 2. Educational workshops focusing in basic computer/finances training, basic economic literacy training, nutritious/affordable meal preparation; and leadership development; and 3. Safe daytime space and support to homeless women.	Up to 85 women will benefit as follows: 1. An increase in women utilizing skills and tools that result in healing from the effects of trauma; and 2. An increase in women accessing resources, information, training and support essential for emerging from abuse, poverty and social isolation.
Educate and counsel youth about the issues of dating violence.	Provide dating violence intervention and prevention (DVIP) services to between 75-85 youths in high/elementary schools: Individual/group counseling and intervention services; Presentation of the DVIP curriculum in classrooms; and Training of faculty and peer leaders at the high school; and dissemination of information to larger community.	Up to 85 youth will benefit as follows: 1. An increase in level of knowledge by youth about the risk of dating violence; and 2. Enhanced capability by youth to prevent dating violence and assist peers with intervention activities.

Public Services – Objective 6:

To provide after-school and year-round employment programs; including life skills and academic support to youths and young adults.

Program: Employment Training	Output	Outcomes
Provide after-school and year-round employment programs including life skills and academic support to low-moderate income youth, with special focus on disadvantaged youth at the high school, youth residing in public developments, and out-of-school unemployed youth/young adults 17-24 years of age	Provide the following services to approximately 240 low-moderate income youth and young adults (17-24 years old): 1. After-school classroom-based instruction in job readiness and life skills; 2. Career awareness; job readiness/development; job search training; job placements, in private/public sectors; job performance monitoring; and on-the-job-mentorship; 3. On-site skills training in construction, housing rehabilitation and energy conservation; 4. Case management, counseling, and individual service plans; 5. Academic support; high school equivalency/diploma and college preparation; 6. Summer literacy camp; and 7. Conduct outreach to the community, and to the local private industry in supporting employment services to youth in Cambridge.	Up to 240 participants will benefit from the following: An increase in employability, learned goal setting and decision-making; 1. A reduction in the number of individuals living in poverty; 2. An increase in cognitive skills and positive attitudinal/behavioral patterns; 3. An increase in participants with high school/GED diplomas, and/or engaging in post-secondary educational programs; and 4. An increase in self-esteem and self-confidence.

Public Services – Objective 7:

To assist in providing a wide array of child-care services that benefit the children, the parents and the providers.

Program: Child-care services	Output	Outcomes
Provide career development services to child care providers and other interested low-moderate income individuals residing in Cambridge	Provide the following services to 20-30 low-moderate income individuals: 1. Individual counseling session on career development/opportunities within the child care field; Information and referral; 2. Ongoing technical assistance; and 3. Access to child care career building materials and services. 4. Conduct outreach to inform community of availability of services; and 5. Develop child care career building materials and services.	Up to 30 youth will benefit from the following: 1. An increase in knowledge of child development, teaching skills, curriculum development, etc., by providers; 2. An increase in access to educational and professional development opportunities within the child care field; 3. An increase in the number of skilled and qualified providers of quality care and education for children/youth
Assist linguistic minority families in accessing early intervention services for their infant/toddlers with disabilities and special needs.	Provide the following services to over 60 bilingual/bicultural families with children under 3 years of age who have or are at risk for developmental problems: 1. Comprehensive developmental assessment and specialized therapeutic intervention provided largely by staff who speak the native language of the family; 2. Case management and individual family service planning;	Over 60 linguistic families will benefit from the following: 1. An increase in access to and use of early intervention services and medical care by linguistic families with infants-toddlers with disabilities and special family needs; 2. An increase in access to other existing community services by these families; 3. An increase in skills and knowledge acquired by bilingual/bicultural Early 4. Intervention staff who work with linguistic families; and 5. An increase in number of trained bilingual/bicultural Early

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	<p>3. Weekly home visits; and 4. Access to related community services such as: parent-child groups at community sites and transportation. 5. Other services provided: The hiring, training and supervision of bilingual/bicultural Early Intervention Specialists</p>	<p>Intervention staff resulting and an increase in service delivery.</p>
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